

Revenue & Capital Budgets

London Borough of Camden

2019/20

Introduction

This document sets out London Borough of Camden's revenue and capital budgets for 2019/20 in a summarised format, together with other financial information.

It contains a summary of the budget to be presented to full council for agreement on 25th February 2019, and other information regarding the funding of the overall budget including the way in which the council tax is set. It also contains information on the capital programme which runs up until 2025, and information relating to the council's reserves and balances.

Finally, it details for each of the directorates the main components of their budgets, as well as narrative, which sets out the vision of the directorate and the services it provides.

The information contained within this document is to help assist the public, members, chief officers and their staff in understanding the current financial position and in preparing for future budgets.

Kathy Freeman – Director of Finance & Procurement

Financial Outlook

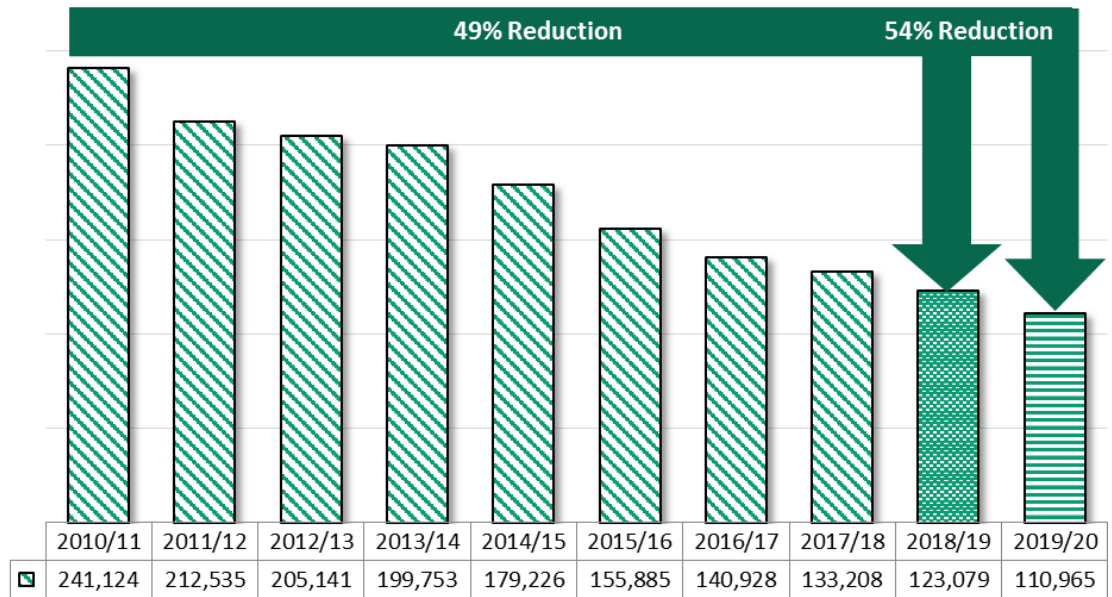
Once again, the council faces a tough financial challenge this year as budgets continue to be squeezed. The council is facing a substantial reduction in income, largely relating to expected cuts in government grant funding. The chart shows how central government funding has been reducing sharply since 2010/11. Like for like funding will be 49% lower than 2010/11 by 2018/19, and will reduce further - by 54% between 2010/11 and 2019/20.

At the same time, the council is facing pressures on its expenditure. This is a result of increasing population and changing demographics in the borough, inflationary pressures as well as legislative changes.

In December 2018, the cabinet agreed a three year financial strategy to ensure the council can continue to deliver its priorities, in the environment of less funding and increasing costs. 2019/20 will be the first year of the financial strategy, with services delivering £9.8m of savings through outcomes-focussed projects.

Between 2010/11 and 2019/20 Camden's grant funding from central government will have reduced by 54%, whilst overall costs such as those arising from supporting an ageing population have increased. This means that despite already saving £169m in the eight years to 2018/19, the council will to save a further £35-40m between 2019/20 and 2020/21.

Change in External Funding from 2010/11 (£000)



Our Approach

The council's experience is that reducing budgets across the board is not an effective way to meet these unprecedented cuts. Therefore the council has taken the opportunity to take a planned, longer term approach, looking in detail at all of the council's spending to consider how to provide services for less whilst still maintaining quality.

Having already made significant reductions to budget since 2010, the council has had to think ambitiously to ensure it can achieve its Our Camden Plan priorities. This has resulted in a developing proposals in line with a three pronged approach based around the following three themes.

Outcomes

- Ensuring proposals achieve the outcomes we are seeking in Our Camden Plan, but consider whether any re-thinking or transformational approaches would result in a better way of achieving them at lower cost.

Efficiencies

- Seeking out genuine efficiencies to protect front line services, following the principle that all organisations can become more efficient.

Prevention and Early Intervention

- Making sure we continue to invest and deliver services that support people and communities earlier.

Camden 2019/20 Council Tax Requirement

To finalise its budget the council must set a council tax requirement – the amount of money to be raised from council tax. This is after funding all pressures and assessing the levels of income from government and elsewhere. Council tax is only 13% of the money the council receives.

Council Tax Requirement

Council Tax at Band D	Budget 2019/20 £000
Expenditure charged to revenue account	909,327
Income credited to revenue account	(677,990)
Sub Total	231,337
Retained Business Rates	(122,125)
Revenue Support Grant	0
Collection Fund - Council Tax Surplus	(400)
Collection Fund - Business Rates Deficit	3,600
Sub Total	112,412
Council Tax Requirement	112,412
Garden Squares	(26)
Excluding Garden Squares	112,386
Band D Council Tax (£s)	1,241.84
Percentage change over 2018/19	3.99%

The table below shows the level of council tax for Camden's residents by property band. The band is based on the value of your property. If you live in a garden square, you will pay slightly more to maintain the square.

Council Tax by Property Band

Band	Amount of Tax for Camden £	Greater London Authority Precept £	Total Council Tax £
A	827.89	213.67	1,041.57
B	965.88	249.29	1,215.16
C	1,103.86	284.90	1,388.76
D	1,241.84	320.51	1,562.35
E	1,517.80	391.73	1,909.54
F	1,793.77	462.96	2,256.73
G	2,069.73	534.18	2,603.92
H	2,483.68	641.02	3,124.70



Revenue Budget

2019/20

Using the Revenue section of the Budget Book

The information set out in this section is presented in two ways. The first is objectively which is based around department expenditure and then broken down into services and teams.

The second presentation of data is subjectively; where expenditure and income is presented by the type of expenditure or income. The categorisation of this expenditure is explained as follows:

Expenditure	
Employees	Pay related items, including salaries, training and recruitment Note: Full time equivalent (FTE) numbers are budgeted figures and are not representative of the actual number of employees
Premises	Items related to buildings including utility bills, repairs and maintenance and rents
Transport Related Expenditure	Cost of vehicles including maintenance, fuel bills and special educational needs transport
Supplies & Services	The cost of equipment, contracts etc.
Third Party Payments	Payments that the council makes to other companies/authorities for services carried out on our behalf
Transfer Payments	Payments we make on behalf others e.g. housing benefit
Support Services	Internal recharge where another department has carried out the work and needs reimbursement
Capital Financing Costs	Revenue expenditure that is to be spent/related to the capital programme
Income	
Government Grants	Grants that we receive from central government
Contributions	Income received from other authorities e.g. Primary Care Trusts (PCTs)
Fees & Charges	Income generated from providing services and regulation
Sales	Income mainly generated from the sale of maps/plans etc.
Rents	Rents received on council owned property
Support Services	Recharges
Interest	Interest received in respect of investments
Recharges to Other Services	Internal recharge where another department has carried out the work and needs reimbursement
Miscellaneous Income	Any other type of income

NOTE: All staffing figures (FTEs) are based on structures as at December 2018 and do not reflect the impact of any restructures scheduled for 2019/20

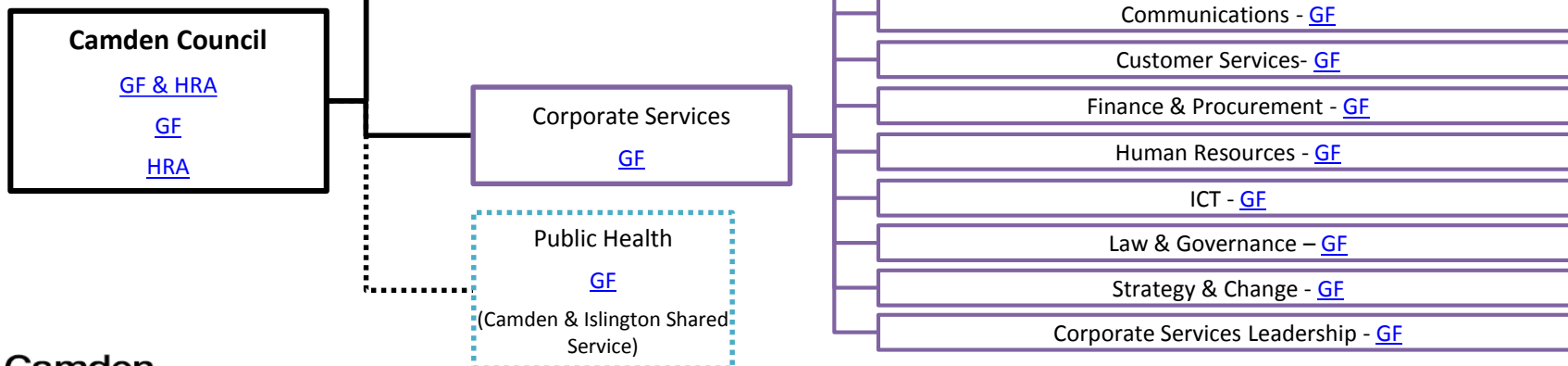
NOTE: The 2019/20 budget to be set by Council on 25th February 2019 incorporates the savings for the year agreed by Cabinet in December 2018. In some limited cases, the precise distribution of the savings across service cost centres has yet to be finalised as at February 2019 – for example, because they are subject to a staff consultation process that had yet to be completed by the time of budget setting. This means that in some places the savings target that will be distributed is currently held centrally as a credit (minus figure) on a 'holding code' prior to distribution during 2019/20.

Hierarchy – Revenue

This hierarchy illustrates the council's structure and which services sit within which directorate.

The links will guide you to the General Fund (GF), paid for by council tax and government grants, and Housing Revenue Account (HRA - the council's landlord function, funded primarily by tenants' rents) budgets for 2019/20 for each service within the budget book.

Please note that the HRA budget was agreed by Cabinet in January 2019.



Council Wide – GF & HRA

Directorate	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
Corporate Services	23,033	757	(3,226)	1,826	22,391	1,123
HRA Other Budgets*	76,646	33	(650)	(3,061)	72,968	0
General Fund Other Budgets*	(48,961)	0	(1,881)	(4,454)	(55,296)	0
Public Health**	22,859	574	(745)	(1,041)	21,647	25
Supporting Communities	(15,632)	3,019	(6,645)	9,561	(9,696)	1,433
Supporting People	174,003	4,239	(3,597)	6,084	180,729	4,188
Total Budget	231,950	8,622	(16,744)	8,916	232,743	6,769

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	1,103,543	12,934	(13,802)	14,769	1,117,445
A - Employees	348,569	4,494	(2,475)	5,215	355,804
C - Premises	98,707	1,864	(2,183)	1,883	100,271
E - Transport Related Expenditure	11,312	222	(96)	(435)	11,003
G - Supplies And Services	114,351	1,205	(4,733)	12,854	123,677
J - Third Party Payments	212,735	4,878	(3,657)	12,539	226,494
L - Transfer Payments	204,679	0	0	(23,990)	180,689
N - Support Services	16,208	271	(158)	1,581	17,902
P - Capital Financing Costs	96,983	0	(500)	5,123	101,605
Total Income	(871,593)	(4,312)	(2,942)	(5,854)	(884,702)
TA - Government Grants	(437,526)	0	0	7,684	(429,842)
TB - Reimbursements & Contributions	(50,284)	(822)	(310)	(10,872)	(62,289)
TC - Customer & Client Receipts	(128,222)	(2,076)	(1,272)	(949)	(132,518)
TD - Sales	(1,553)	(9)	0	1,000	(563)
TE - Rents	(156,449)	(542)	(505)	282	(157,215)
TF - Support Services	(15,749)	0	555	(1,790)	(16,985)
TG - Interest	(2,325)	(1)	(295)	617	(2,004)
TH - Recharges To Other Services	(65,467)	(598)	(1,115)	(1,904)	(69,084)
TZ - Miscellaneous Income	(14,016)	(265)	0	79	(14,202)
Net Budget	231,950	8,622	(16,744)	8,916	232,743

* Other Budgets – see [page 56](#) for GF and [page 57](#) for HRA.

** All staff employed by Islington within Shared Service – Camden Share stated.

Council Wide – GF

Directorate	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
Corporate Services	23,033	757	(3,226)	1,826	22,391	1,123
General Fund Other Budgets*	(48,961)	0	(1,881)	(4,454)	(55,296)	0
Public Health**	22,859	574	(745)	(1,041)	21,647	25
Supporting Communities	63,364	1,486	(2,128)	1,464	64,185	618
Supporting People	171,654	4,183	(3,497)	6,069	178,410	4,133
Total Budget	231,950	7,000	(11,477)	3,865	231,338	5,898

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	889,879	10,042	(9,339)	18,745	909,327
A - Employees	306,412	3,593	(2,267)	3,569	311,307
C - Premises	39,307	530	(223)	970	40,585
E - Transport Related Expenditure	9,469	185	(96)	(188)	9,371
G - Supplies And Services	99,990	950	(2,838)	10,059	108,162
J - Third Party Payments	207,986	4,783	(3,657)	12,171	221,282
L - Transfer Payments	194,071	0	0	(13,382)	180,689
N - Support Services	2,401	0	(158)	1,447	3,691
P - Capital Financing Costs	30,243	0	(100)	4,099	34,241
Total Income	(657,929)	(3,042)	(2,138)	(14,880)	(677,989)
TA - Government Grants	(430,702)	0	0	860	(429,842)
TB - Reimbursements & Contributions	(49,501)	(806)	(10)	(10,868)	(61,185)
TC - Customer & Client Receipts	(84,923)	(1,476)	(1,272)	(2,529)	(90,200)
TD - Sales	(1,549)	(9)	0	1,000	(558)
TE - Rents	(13,336)	(267)	(143)	(267)	(14,013)
TF - Support Services	(15,737)	0	555	(1,790)	(16,972)
TG - Interest	(1,675)	0	(45)	617	(1,103)
TH - Recharges To Other Services	(59,727)	(483)	(1,223)	(2,194)	(63,627)
TZ - Miscellaneous Income	(780)	0	0	291	(489)
Net Budget	231,950	7,000	(11,477)	3,865	231,338

* General Fund Other Budgets – see [page 56](#)

** All staff employed by Islington within Shared Service – Camden Share stated.

Council Wide – HRA

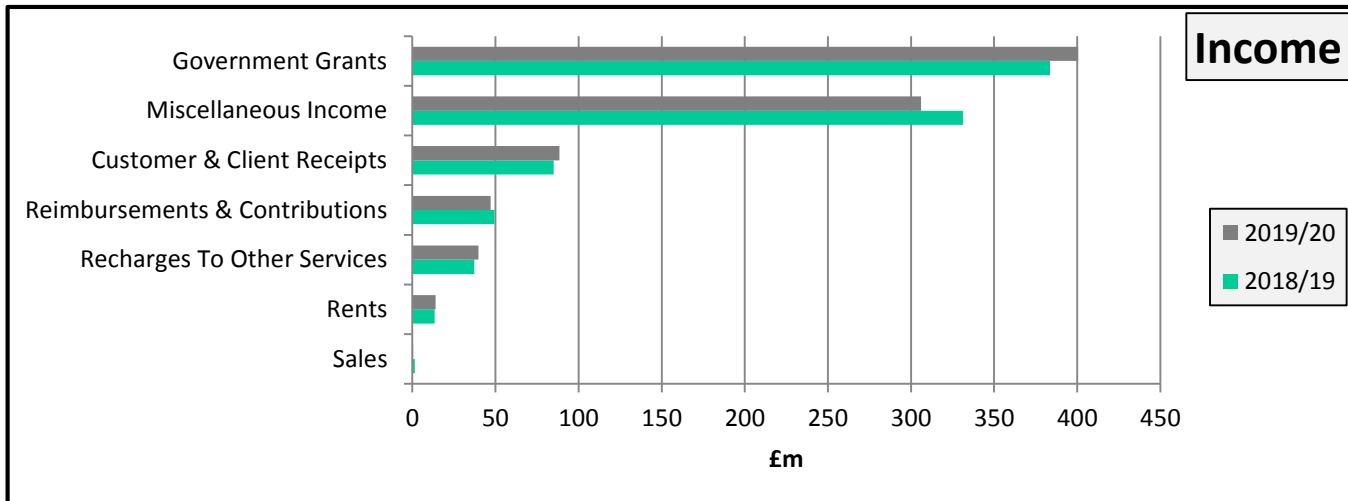
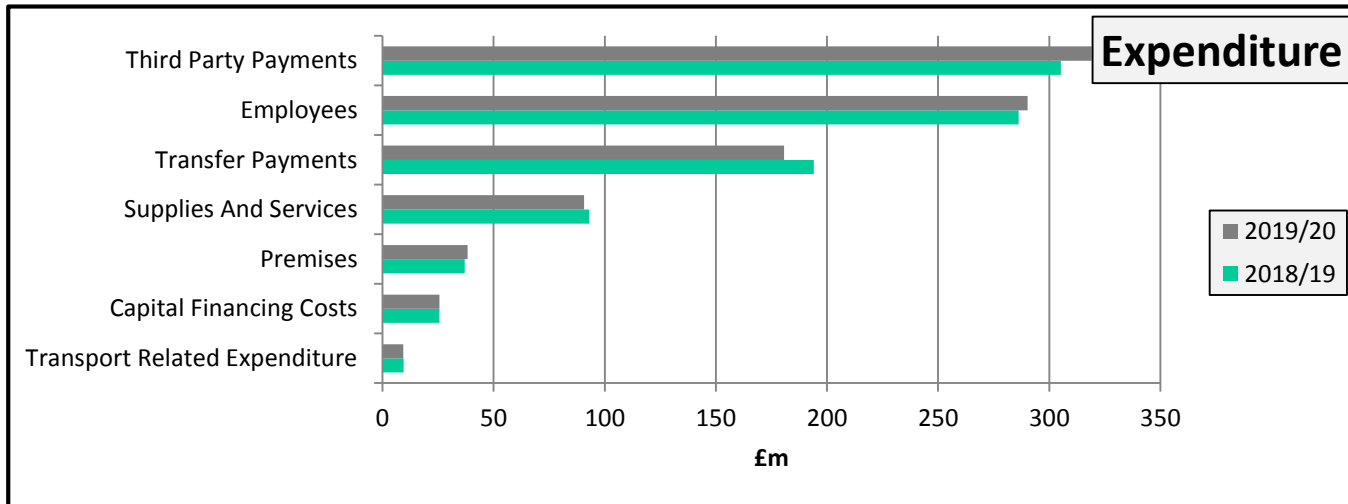
Directorate	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
HRA Other Budgets*	76,646	33	(650)	(3,061)	72,968	0
Supporting Communities	(78,995)	1,533	(4,517)	8,097	(73,882)	815
Supporting People	2,349	55	(100)	14	2,319	55
Total Budget	0	1,622	(5,267)	5,051	1,405	871

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	213,664	2,893	(4,463)	(3,976)	208,118
A - Employees	42,157	901	(208)	1,647	44,497
C - Premises	59,399	1,334	(1,960)	913	59,686
E - Transport Related Expenditure	1,843	37	0	(247)	1,632
G - Supplies And Services	14,361	254	(1,895)	2,794	15,515
J - Third Party Payments	4,749	95	0	368	5,212
L - Transfer Payments	10,608	0	0	(10,608)	0
N - Support Services	13,806	271	0	134	14,212
P - Capital Financing Costs	66,740	0	(400)	1,024	67,364
Total Income	(213,664)	(1,271)	(804)	9,027	(206,712)
TA - Government Grants	(6,824)	0	0	6,824	0
TB - Reimbursements & Contributions	(784)	(16)	(300)	(5)	(1,104)
TC - Customer & Client Receipts	(43,299)	(599)	0	1,580	(42,319)
TD - Sales	(4)	0	0	0	(4)
TE - Rents	(143,113)	(275)	(362)	549	(143,202)
TF - Support Services	(13)	0	0	0	(13)
TG - Interest	(650)	(1)	(250)	0	(901)
TH - Recharges To Other Services	(5,741)	(115)	108	290	(5,457)
TZ - Miscellaneous Income	(13,236)	(265)	0	(211)	(13,713)
Net Budget	0	1,622	(5,267)	5,051	1,405

* HRA Other Budgets – see [page 57](#)

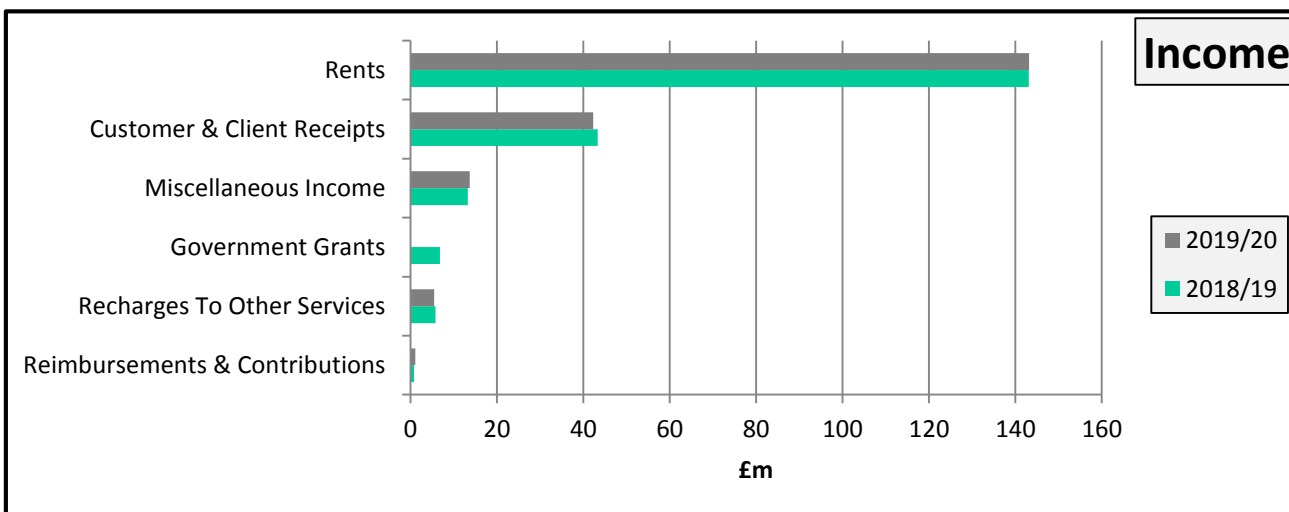
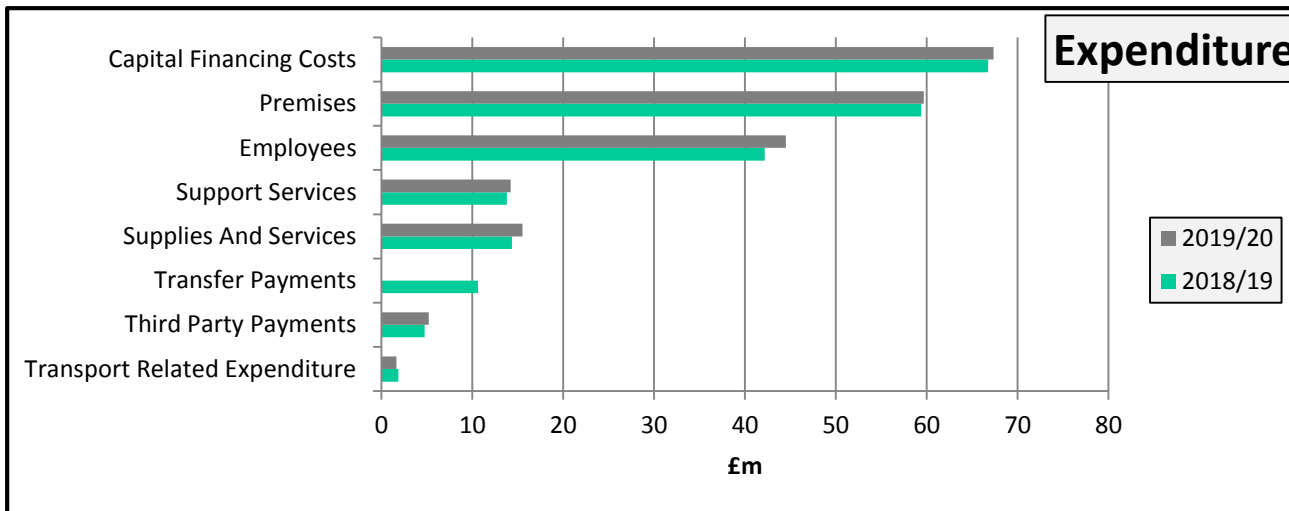
Income and Expenditure by Subjective Type - GF

Excluding other budgets



Income and Expenditure by Subjective Type - HRA

Excluding other budgets



Supporting Communities Directorate

Executive Director: Jenny Rowlands

Total Revenue Budget:

- GF Revenue Budget: £64.185m

- HRA Revenue Budget: £(73.882)m

Full Time Equivalents (FTE's): 1,433

Supporting Communities consists of seven divisions – Place Management, Regeneration & Planning, Property Management, Development (including Community Investment Programme & Major Projects), Community Services, Housing Management and Resident Safety. The directorate is responsible for a wide range of universal services including housing, waste collection, libraries and planning. Our most significant physical presence in the Borough is through our housing and commercial property portfolio, which we are responsible for maintaining to ensure the safety of our tenants and leaseholders. We are also responsible for building new affordable and private homes through the CIP – some of which are sold while others are available at social rents or intermediate rent levels – and coordinating the Council's response to HS2 and the redevelopment of Euston. The aim of the Directorate is to shape the environment of Camden to support people to live safe, healthy and fulfilling lives.

- **Place Management:** This division is responsible for the effective management of the public realm, covering waste, recycling, street cleaning, the council's engineering functions, and the management of the council's parks and green space. The Building Control service ensures that all planning applications comply with regulations and uphold the health and safety of people in and around buildings. Environmental Health and Business and Consumer Services manage trading standards, noise and environmental health.
- **Regeneration & Planning:** The place shaping team works to map out a clear, long term direction for the future development of the borough. Development Management manages the planning process. The Economic Development service works with a range of partners to deliver employment and enterprise outcomes for local people and businesses. The Sustainability service leads on developing plans and initiatives to improve environmental outcomes for the borough. Finally, Transport Strategy provides strategic direction for all aspects of transport and encouraging people to use more sustainable modes.

- **Property Management:** The Council manages a large housing portfolio comprising 33,000 (24,000 tenanted, 9,000 leasehold) homes of various types, ranging from street properties in conservation areas, flats developed by the GLC, through to the modern estates of the 1970s and 80s. The division manages the repairs service, which includes complex mechanical and electrical infrastructure and significant refurbishment programmes as part of Better Homes, to ensure that homes are safe, warm and functional as part of long term strategy to manage the asset base and investment plans. The division also manages our portfolio of commercial properties.
- **Development:** The Community Investment Programme aims to make the best use of Council assets through investing in existing buildings and constructing new schools, community facilities and homes. Part of the programme is an estate-led regeneration programme focused on sites with high needs or development potential. The Accommodation Strategy supports the best use of council properties, allowing staff to work in more agile ways. The Asset Strategy team manages provides strategic support to ensure the Council makes the best use of its assets.
- **Community Services:** The division covers arts and tourism, libraries, sports and physical activity, community safety, emergency management, and the voluntary and community sector. It works to sustain strong, safe, resilient and economically healthy communities and to promote community cohesion.
- **Housing Management:** The division manages a wide range of services to support tenants living in tenanted and leasehold homes. Leasehold Services bill and collect service charges for 9,500 leaseholders; Tenancy Services provide the landlord function for our 33,000 council homes; while the Tenant Participation team engages with our tenants to help improve services. Estate Services manages caretakers and waste and recycling on estates. The division also leads on sheltered accommodation.
- **Resident Safety:** This new division is focusing on working with the Property Management service to ensure that we are meeting and exceeding our statutory duties in relation to safety. This includes the oversight and scrutiny of our operational delivery of repairs, refurbishment and assessment and inspection functions, with the Resident Safety division providing quality assurance to elected members, residents and the council.

Supporting Communities – GF & HRA

Division	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
Community Services	12,286	317	(270)	(118)	12,215	176
Housing Management	(120,263)	511	(300)	2,584	(117,468)	452
Place Management	30,504	732	(858)	91	30,468	176
Property Management	54,903	1,186	(4,751)	4,002	55,339	362
Regeneration and Planning	596	126	(365)	868	1,224	194
Supporting Communities Leadership	269	14	0	2,027	2,310	6
Development	6,074	133	(100)	109	6,216	67
Total Budget	(15,632)	3,019	(6,645)	9,561	(9,696)	1,433

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	248,655	4,957	(4,994)	8,159	256,776
A - Employees	67,139	1,578	(551)	3,646	71,813
C - Premises	78,766	1,724	(2,035)	1,894	80,349
E - Transport Related Expenditure	2,305	42	0	(362)	1,985
G - Supplies And Services	26,069	461	(2,384)	3,624	27,769
J - Third Party Payments	38,235	931	(25)	(542)	38,600
L - Transfer Payments	7,980	0	0	(147)	7,833
N - Support Services	11,119	222	0	49	11,390
P - Capital Financing Costs	17,041	0	0	(3)	17,038
Total Income	(264,287)	(1,937)	(1,650)	1,402	(266,472)
TA - Government Grants	(10,397)	0	0	92	(10,305)
TB - Reimbursements & Contributions	(4,291)	(81)	(310)	173	(4,510)
TC - Customer & Client Receipts	(67,836)	(981)	(362)	1,094	(68,085)
TD - Sales	(1,358)	(5)	0	1,021	(342)
TE - Rents	(149,226)	(398)	(505)	363	(149,766)
TF - Support Services	(3,568)	0	0	93	(3,474)
TG - Interest	(50)	(1)	0	0	(51)
TH - Recharges To Other Services	(14,201)	(207)	(473)	(1,335)	(16,217)
TZ - Miscellaneous Income	(13,360)	(265)	0	(98)	(13,723)
Net Budget	(15,632)	3,019	(6,645)	9,561	(9,696)

Supporting Communities – GF

Division	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
Community Services	11,967	310	(270)	(118)	11,889	172
Development	3,570	77	(100)	(2)	3,545	22
Place Management	30,504	732	(858)	91	30,468	176
Property Management	16,808	235	(534)	288	16,797	53
Regeneration and Planning	596	126	(365)	868	1,224	194
Supporting Communities	(81)	6	0	337	262	1
Total Budget	63,364	1,486	(2,128)	1,464	64,185	618

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	126,754	2,259	(1,139)	2,239	130,112
A - Employees	31,075	743	(551)	1,499	32,766
C - Premises	20,222	407	(75)	981	21,535
E - Transport Related Expenditure	473	6	0	(115)	364
G - Supplies And Services	16,433	268	(489)	490	16,701
J - Third Party Payments	33,486	836	(25)	(431)	33,866
L - Transfer Payments	7,980	0	0	(147)	7,833
N - Support Services	45	0	0	(35)	9
P - Capital Financing Costs	17,041	0	0	(3)	17,038
Total Income	(63,390)	(773)	(988)	(775)	(65,927)
TA - Government Grants	(10,397)	0	0	92	(10,305)
TB - Reimbursements & Contributions	(3,972)	(74)	(10)	173	(3,884)
TC - Customer & Client Receipts	(25,965)	(410)	(362)	(486)	(27,223)
TD - Sales	(1,354)	(5)	0	1,021	(338)
TE - Rents	(7,513)	(150)	(143)	(130)	(7,936)
TF - Support Services	(3,555)	0	0	93	(3,462)
TH - Recharges To Other Services	(10,511)	(133)	(473)	(1,651)	(12,769)
TZ - Miscellaneous Income	(123)	0	0	113	(10)
Net Budget	63,364	1,486	(2,128)	1,464	64,185

Supporting Communities – HRA

Division	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
Community Services	319	7	0	0	326	4
Development	2,504	56	0	111	2,671	45
Housing Management	(120,263)	511	(300)	2,584	(117,468)	452
Property Management	38,095	951	(4,217)	3,713	38,542	309
Supporting Communities	350	8	0	1,690	2,048	5
Total Budget	(78,995)	1,533	(4,517)	8,097	(73,882)	815

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	121,901	2,698	(3,855)	5,920	126,664
A - Employees	36,064	835	0	2,148	39,047
C - Premises	58,544	1,317	(1,960)	913	58,814
E - Transport Related Expenditure	1,832	37	0	(247)	1,622
G - Supplies And Services	9,636	193	(1,895)	3,134	11,067
J - Third Party Payments	4,749	95	0	(110)	4,734
N - Support Services	11,075	222	0	84	11,380
Total Income	(200,896)	(1,164)	(662)	2,177	(200,545)
TB - Reimbursements & Contributions	(319)	(6)	(300)	0	(626)
TC - Customer & Client Receipts	(41,871)	(571)	0	1,580	(40,862)
TD - Sales	(4)	0	0	0	(4)
TE - Rents	(141,713)	(247)	(362)	493	(141,830)
TF - Support Services	(13)	0	0	0	(13)
TG - Interest	(50)	(1)	0	0	(51)
TH - Recharges To Other Services	(3,690)	(74)	0	316	(3,448)
TZ - Miscellaneous Income	(13,236)	(265)	0	(211)	(13,713)
Net Budget	(78,995)	1,533	(4,517)	8,097	(73,882)

Development – GF

Service	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
Asset Strategy and Valuation	737	17	0	0	754	9
Community Investment and Regeneration	323	8	(100)	(2)	230	6
Corporate Accommodation	2,510	52	0	0	2,562	7
Total Budget	3,570	77	(100)	(2)	3,545	22

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	3,822	82	(127)	(2)	3,775
A - Employees	1,339	32	(111)	3	1,264
G - Supplies And Services	2,483	50	(16)	(5)	2,512
Total Income	(252)	(5)	27	0	(230)
TH - Recharges To Other Services	(252)	(5)	27	0	(230)
Net Budget	3,570	77	(100)	(2)	3,545

Development – HRA

Service	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
Regeneration and Development	2,504	56	0	111	2,671	45
Total Budget	2,504	56	0	111	2,671	45

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	3,825	83	0	(147)	3,761
A - Employees	3,159	69	0	(147)	3,082
C - Premises	4	0	0	0	4
G - Supplies And Services	286	6	0	0	292
N - Support Services	376	8	0	0	384
Total Income	(1,322)	(26)	0	258	(1,091)
TH - Recharges To Other Services	(1,322)	(26)	0	258	(1,091)
Net Budget	2,504	56	0	111	2,671

Community Services – GF

Service	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
Community Safety and Emergency	3,997	113	0	(321)	3,789	45
Community Services	157	4	0	0	160	1
Libraries Arts and Tourism	2,291	73	0	212	2,576	78
Sports and Physical Activity	202	16	0	(3)	215	38
Community Partnership Unit	5,321	104	(270)	(6)	5,150	10
Total Budget	11,967	310	(270)	(118)	11,889	172

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	16,813	369	(270)	(598)	16,314
A - Employees	7,807	191	0	(92)	7,906
C - Premises	83	2	0	(1)	84
E - Transport Related Expenditure	74	1	0	(1)	75
G - Supplies And Services	7,372	143	(270)	(152)	7,092
J - Third Party Payments	1,258	31	0	(317)	972
L - Transfer Payments	15	0	0	0	15
N - Support Services	53	0	0	(35)	18
P - Capital Financing Costs	152	0	0	0	152
Total Income	(4,847)	(59)	0	480	(4,425)
TA - Government Grants	(897)	0	0	111	(786)
TB - Reimbursements & Contributions	(1,599)	(32)	0	213	(1,418)
TC - Customer & Client Receipts	(1,670)	(15)	0	4	(1,681)
TD - Sales	(77)	0	0	(2)	(79)
TH - Recharges To Other Services	(603)	(12)	0	153	(461)
Net Budget	11,967	310	(270)	(118)	11,889

Community Services – HRA

Service	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
Community Safety and Emergency	319	7	0	0	326	4
Total Budget	319	7	0	0	326	4

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	319	7	0	0	326
A - Employees	271	6	0	0	277
N - Support Services	48	1	0	0	49
Total Income	0	0	0	0	0
Net Budget	319	7	0	0	326

Place Management – GF

Service	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
Building Control	(88)	20	(117)	108	(76)	16
Engineering	6,066	82	(211)	(6)	5,929	44
Environment Services	21,262	541	(500)	(5)	21,297	39
Parks and Green Space	2,313	59	(30)	(5)	2,337	27
Place Management	132	3	0	5	140	1
Regulatory Services	819	27	0	(6)	840	49
Total Budget	30,504	732	(858)	91	30,468	176

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	51,634	1,063	(156)	417	52,957
A - Employees	8,930	209	(60)	660	9,738
C - Premises	1,405	28	(71)	366	1,728
E - Transport Related Expenditure	210	4	0	(6)	207
G - Supplies And Services	977	20	0	(190)	807
J - Third Party Payments	31,704	802	(25)	(412)	32,069
P - Capital Financing Costs	8,407	0	0	0	8,407
Total Income	(21,130)	(331)	(702)	(325)	(22,489)
TB - Reimbursements & Contributions	(1,163)	(21)	0	296	(888)
TC - Customer & Client Receipts	(15,762)	(262)	(202)	(499)	(16,726)
TD - Sales	(107)	(2)	0	0	(109)
TE - Rents	(156)	(3)	0	(3)	(162)
TF - Support Services	(1,603)	0	0	0	(1,604)
TH - Recharges To Other Services	(2,338)	(43)	(500)	(120)	(3,000)
Net Budget	30,504	732	(858)	91	30,468

Property Management – GF

Service	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
Childrens & Schools Contracts	1,345	29	0	43	1,417	26
Property Services	15,462	206	(534)	246	15,379	27
Total Budget	16,808	235	(534)	288	16,797	53

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	42,856	472	(391)	1,176	44,112
A - Employees	3,102	72	(305)	38	2,908
C - Premises	18,571	373	(3)	616	19,557
E - Transport Related Expenditure	188	0	0	(107)	81
G - Supplies And Services	4,417	25	(83)	480	4,839
J - Third Party Payments	156	2	0	298	455
L - Transfer Payments	7,965	0	0	(147)	7,818
N - Support Services	(14)	0	0	0	(14)
P - Capital Financing Costs	8,470	0	0	(2)	8,468
Total Income	(26,048)	(237)	(143)	(887)	(27,315)
TA - Government Grants	(9,164)	0	0	(6)	(9,170)
TB - Reimbursements & Contributions	(177)	(4)	0	(2)	(182)
TC - Customer & Client Receipts	(839)	(17)	0	(7)	(863)
TD - Sales	(1,170)	(3)	0	1,023	(150)
TE - Rents	(7,357)	(147)	(143)	(128)	(7,774)
TF - Support Services	(754)	0	0	0	(754)
TH - Recharges To Other Services	(6,464)	(67)	0	(1,882)	(8,413)
TZ - Miscellaneous Income	(123)	0	0	113	(10)
Net Budget	16,808	235	(534)	288	16,797

Property Management – HRA

Service	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
Better Homes Delivery	38,191	916	(1,648)	524	37,983	45
Property Management	810	19	0	3	832	6
Property Services	(2,820)	(46)	(2,569)	3,307	(2,128)	44
Repairs	1,915	62	0	(121)	1,856	213
Total Budget	38,095	951	(4,217)	3,713	38,542	309

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	63,062	1,450	(3,555)	3,920	64,878
A - Employees	14,962	343	0	1,144	16,448
C - Premises	35,582	857	(1,660)	521	35,300
E - Transport Related Expenditure	1,599	32	0	(222)	1,409
G - Supplies And Services	4,912	98	(1,895)	2,493	5,608
J - Third Party Payments	870	17	0	0	887
N - Support Services	5,138	103	0	(15)	5,226
Total Income	(24,967)	(499)	(662)	(207)	(26,336)
TB - Reimbursements & Contributions	(159)	(3)	(300)	0	(463)
TC - Customer & Client Receipts	(34)	(1)	0	4	(31)
TE - Rents	(9,797)	(196)	(362)	0	(10,356)
TH - Recharges To Other Services	(1,740)	(35)	0	0	(1,775)
TZ - Miscellaneous Income	(13,236)	(265)	0	(211)	(13,713)
Net Budget	38,095	951	(4,217)	3,713	38,542

Regeneration & Planning – GF

Service	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
Development Management	(1,179)	26	0	549	(603)	69
Placeshaping and Economic Development	1,918	53	(280)	(8)	1,683	66
Program Director HS2	0	2	0	346	347	7
Regeneration and Planning	(284)	(5)	0	(16)	(305)	1
Sustainability	596	15	(10)	(1)	600	11
Transport Planning and Parking	(456)	36	(75)	(3)	(498)	41
Total Budget	596	126	(365)	868	1,224	194

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	11,574	264	(195)	911	12,553
A - Employees	9,605	232	(75)	890	10,652
C - Premises	157	4	0	0	161
E - Transport Related Expenditure	2	0	0	0	1
G - Supplies And Services	1,425	29	(120)	20	1,354
J - Third Party Payments	369	0	0	0	369
N - Support Services	5	0	0	0	5
P - Capital Financing Costs	11	0	0	0	11
Total Income	(10,978)	(138)	(170)	(42)	(11,328)
TA - Government Grants	(335)	0	0	(14)	(349)
TB - Reimbursements & Contributions	(1,033)	(18)	(10)	(335)	(1,396)
TC - Customer & Client Receipts	(7,693)	(116)	(160)	15	(7,954)
TF - Support Services	(1,198)	0	0	94	(1,104)
TH - Recharges To Other Services	(719)	(4)	0	197	(526)
Net Budget	596	126	(365)	868	1,224

Housing Management – HRA

Service	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
Estate Services	12,723	280	0	211	13,213	220
Housing Management	160	4	0	11	175	1
Leaseholder Services	(147,987)	(94)	(300)	2,318	(146,063)	79
Sheltered Services	3,473	75	0	35	3,584	39
Tenancy Services	8,975	197	0	(89)	9,083	107
Tenant and Leaseholder Engagement	2,394	49	0	98	2,540	6
Total Budget	(120,263)	511	(300)	2,584	(117,468)	452

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	54,344	1,150	(300)	457	55,650
A - Employees	17,673	416	0	429	18,517
C - Premises	22,608	453	(300)	749	23,510
E - Transport Related Expenditure	233	5	0	(25)	212
G - Supplies And Services	4,438	89	0	(685)	3,843
J - Third Party Payments	3,879	78	0	(110)	3,847
N - Support Services	5,512	110	0	99	5,722
Total Income	(174,607)	(638)	0	2,127	(173,119)
TB - Reimbursements & Contributions	(160)	(3)	0	0	(163)
TC - Customer & Client Receipts	(41,837)	(570)	0	1,576	(40,831)
TD - Sales	(4)	0	0	0	(4)
TE - Rents	(131,916)	(51)	0	493	(131,475)
TF - Support Services	(13)	0	0	0	(13)
TG - Interest	(50)	(1)	0	0	(51)
TH - Recharges To Other Services	(628)	(13)	0	58	(582)
Net Budget	(120,263)	511	(300)	2,584	(117,468)

Supporting Communities Leadership – GF

Service	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
Executive Director of Supporting Communities	(81)	6	0	337	262	1
Total Budget	(81)	6	0	337	262	1

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	55	9	0	337	401
A - Employees	291	7	0	0	298
C - Premises	5	0	0	0	6
G - Supplies And Services	(241)	2	0	337	98
Total Income	(136)	(3)	0	0	(139)
TH - Recharges To Other Services	(136)	(3)	0	0	(139)
Net Budget	(81)	6	0	337	262

Resident Safety – HRA

Service	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
Resident Safety	350	8	0	1,690	2,048	5
Total Budget	350	8	0	1,690	2,048	5

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	350	8	0	1,690	2,048
A - Employees	0	1	0	722	723
C - Premises	350	7	0	(357)	0
G - Supplies And Services	0	0	0	1,325	1,325
Total Income	0	0	0	0	0
Net Budget	350	8	0	1,690	2,048

Supporting People Directorate

Executive Director: Martin Pratt

Total Revenue Budget:

- GF Revenue Budget: £178.410m

- HRA Revenue Budget: £2.319m

Full Time Equivalents (FTE's): 4,188 (including schools FTE)

The directorate has responsibility for the outcomes and support for children, young people, adults and families who are in need; this includes ensuring that children and vulnerable adults are kept safe. It has a strong focus on intervening early to prevent problems escalating as well as having a significant contribution to 'prevention'; it helps to ensure individuals and families are supported to overcome disadvantages, are resilient and living healthily and independently wherever possible. Giving children and young people the best possible start in life is a major component of this.

This directorate brings together children's services with adult services; it also includes those housing services that are most closely aligned to supporting people such as when they are homeless, helping people get access to decent housing and helping them to sustain tenancies.

The directorate works closely with partner organisations - schools, health services, police and other agencies, including the voluntary and community sector – to deliver the vision set out in the Camden Plan.

The work of the directorate is led by the Directorate Management Team comprising the executive director and six directors. Services are grouped into six divisions:

- **Early Intervention and Prevention:** early years; integrated youth services; family support; special educational needs and psychology; welfare in schools.
- **Raising Achievement & Aspiration:** school improvement; school place planning; schools traded services partnership (Camden Learning); professional training and development; adult and community learning.
- **Children's Safeguarding and Social Work:** children in need; quality assurance; looked-after children; children's care provision; services for disabled children.
- **Housing Support Services:** housing need; temporary accommodation; housing support services; housing supply, initiatives and partnerships; accessible transport.
- **Adult Social Care:** adult safeguarding and care management; integrated learning disability and physical disability service; mental health service, service provision and development.
- **Integrated Commissioning:** across Children's and Adult Social Care including aspects of integrated commissioning with health partners: covering children's health; mental health and substance misuse; disabilities and older people.

Supporting People – GF & HRA

Division	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
Adult Social Care	73,414	1,888	(1,456)	5,655	79,502	349
Childrens Safeguarding and Social Work	30,943	769	(500)	(26)	31,187	283
Early Intervention and Prevention	18,045	716	(65)	(272)	18,425	467
Education (Achievement & Aspiration)*	7,399	104	(13)	393	7,884	2,716
Housing Support Services	35,493	519	(1,043)	399	35,369	337
Strategic and Joint Commission	8,238	235	(521)	(308)	7,644	35
Executive Director for Supporting People	470	7	0	242	719	1
Total Budget	174,003	4,239	(3,597)	6,084	180,729	4,188

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	453,029	5,671	(3,630)	11,866	466,936
A - Employees	204,535	1,680	(328)	601	206,488
C - Premises	17,259	133	(129)	(2)	17,261
E - Transport Related Expenditure	8,867	177	(93)	(68)	8,883
G - Supplies And Services	64,519	475	(220)	(2,901)	61,873
J - Third Party Payments	141,430	3,167	(2,702)	14,183	156,078
L - Transfer Payments	6,441	0	0	57	6,498
N - Support Services	4,261	39	(158)	(3)	4,138
P - Capital Financing Costs	5,716	0	0	(1)	5,716
Total Income	(279,025)	(1,432)	33	(5,782)	(286,207)
TA - Government Grants	(196,117)	0	0	(6,951)	(203,068)
TB - Reimbursements & Contributions	(38,118)	(712)	0	1,501	(37,329)
TC - Customer & Client Receipts	(18,443)	(277)	(75)	(7)	(18,802)
TD - Sales	(95)	(2)	0	(48)	(145)
TE - Rents	(7,224)	(144)	0	(81)	(7,449)
TH - Recharges To Other Services	(18,998)	(297)	108	(196)	(19,384)
TZ - Miscellaneous Income	(30)	0	0	0	(30)
Net Budget	174,003	4,239	(3,597)	6,084	180,729

* Includes Schools – figure given covers 2019/20

Supporting People – GF

Division	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
Adult Social Care	73,414	1,888	(1,456)	5,655	79,502	349
Childrens Safeguarding and Social Work	30,943	769	(500)	(26)	31,187	283
Early Intervention and Prevention	18,045	716	(65)	(272)	18,425	467
Education (Achievement & Aspiration)*	7,399	104	(13)	393	7,884	2,716
Housing Support Services	33,144	464	(943)	385	33,050	281
Strategic and Joint Commission	8,238	235	(521)	(308)	7,644	35
Executive Director for Supporting People	470	7	0	242	719	1
Total Budget	171,654	4,183	(3,497)	6,069	178,410	4,133

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	445,336	5,509	(3,422)	11,877	459,300
A - Employees	201,654	1,614	(120)	1,090	204,238
C - Premises	16,404	116	(129)	(2)	16,389
E - Transport Related Expenditure	8,857	177	(93)	(68)	8,872
G - Supplies And Services	62,511	435	(220)	(2,901)	59,826
J - Third Party Payments	141,430	3,167	(2,702)	13,705	155,599
L - Transfer Payments	6,441	0	0	57	6,498
N - Support Services	2,323	0	(158)	(3)	2,161
P - Capital Financing Costs	5,716	0	0	(1)	5,716
Total Income	(273,682)	(1,326)	(75)	(5,808)	(280,890)
TA - Government Grants	(196,117)	0	0	(6,951)	(203,068)
TB - Reimbursements & Contributions	(37,653)	(703)	0	1,506	(36,850)
TC - Customer & Client Receipts	(17,015)	(248)	(75)	(7)	(17,346)
TD - Sales	(95)	(2)	0	(48)	(145)
TE - Rents	(5,824)	(116)	0	(137)	(6,077)
TH - Recharges To Other Services	(16,947)	(256)	0	(171)	(17,374)
TZ - Miscellaneous Income	(30)	0	0	0	(30)
Total Budget	171,654	4,183	(3,497)	6,069	178,410

* Includes Schools

Supporting People – HRA

Division	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
Housing Support Services	2,349	55	(100)	14	2,319	55
Total Budget	2,349	55	(100)	14	2,319	55

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	7,692	162	(208)	(11)	7,635
A - Employees	2,882	66	(208)	(490)	2,250
C - Premises	855	17	0	0	872
E - Transport Related Expenditure	10	0	0	0	11
G - Supplies And Services	2,007	40	0	0	2,047
J - Third Party Payments	0	0	0	478	478
N - Support Services	1,939	39	0	0	1,977
Total Income	(5,343)	(107)	108	25	(5,317)
TB - Reimbursements & Contributions	(465)	(9)	0	(5)	(478)
TC - Customer & Client Receipts	(1,428)	(29)	0	0	(1,457)
TE - Rents	(1,400)	(28)	0	56	(1,372)
TH - Recharges To Other Services	(2,051)	(41)	108	(26)	(2,010)
Net Budget	2,349	55	(100)	14	2,319

Adult Social Care – GF

Service	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
Adult Social Care	6,081	112	0	5,487	11,681	5
Integrated Learning Disability & Physical Disability Service	17,078	455	(516)	16	17,034	21
Mental Health	12,356	326	(145)	(6)	12,531	42
Safeguarding & Care Management	33,985	899	(751)	107	34,240	171
Service Development	2,025	47	(122)	52	2,002	39
Service Provision	1,889	49	78	(1)	2,014	72
Total Budget	73,414	1,888	(1,456)	5,655	79,502	349

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	100,168	2,423	(1,456)	5,371	106,507
A - Employees	17,159	401	(108)	532	17,985
C - Premises	533	11	(129)	8	422
E - Transport Related Expenditure	713	14	32	(39)	719
G - Supplies And Services	6,539	131	31	(1,718)	4,983
J - Third Party Payments	74,653	1,866	(1,282)	6,589	81,825
N - Support Services	71	0	0	0	71
P - Capital Financing Costs	502	0	0	0	502
Total Income	(26,754)	(535)	0	284	(27,005)
TB - Reimbursements & Contributions	(15,754)	(315)	0	274	(15,795)
TC - Customer & Client Receipts	(10,114)	(202)	0	0	(10,316)
TD - Sales	(61)	(1)	0	0	(62)
TH - Recharges To Other Services	(825)	(17)	0	10	(832)
Net Budget	73,414	1,888	(1,456)	5,655	79,502

Children's Safeguarding & Social Work – GF

Service	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
Children In Need	6,152	139	0	(3)	6,288	106
Children's Care Provision	20,413	516	(500)	(20)	20,409	106
Children's Quality Assurance	1,430	34	0	(1)	1,462	20
Children's Safeguarding and Social Work	289	7	0	0	295	1
Great Ormond Street	17	4	0	0	21	16
Looked After Children	351	15	0	0	366	9
Children and Young People Disability Service	2,292	55	0	(1)	2,346	26
Total Budget	30,943	769	(500)	(26)	31,187	283

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	35,217	827	(500)	277	35,822
A - Employees	15,571	361	0	15	15,948
C - Premises	32	1	0	2	34
E - Transport Related Expenditure	143	3	0	2	148
G - Supplies And Services	1,560	31	0	172	1,764
J - Third Party Payments	17,274	432	(500)	191	17,397
L - Transfer Payments	633	0	0	(103)	530
N - Support Services	4	0	0	(2)	2
Total Income	(4,274)	(58)	0	(303)	(4,636)
TA - Government Grants	(1,366)	0	0	(727)	(2,093)
TB - Reimbursements & Contributions	(2,156)	(43)	0	489	(1,710)
TC - Customer & Client Receipts	(280)	(6)	0	36	(250)
TH - Recharges To Other Services	(472)	(9)	0	(101)	(583)
Net Budget	30,943	769	(500)	(26)	31,187

Early Intervention & Prevention – GF

Service	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
Early Intervention and Prevention	(158)	5	0	353	200	3
Early Years	8,951	442	0	(1,014)	8,379	270
Education Attendance Advisory	249	8	0	(1)	256	7
Family Support and Complex Families	1,447	63	0	(1)	1,508	48
Integrated Youth Service	3,811	95	0	162	4,068	91
Special Educational Needs and Educational Psychology	3,745	103	(65)	231	4,014	48
Total Budget	18,045	716	(65)	(272)	18,425	467

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	74,129	758	(65)	5,722	80,544
A - Employees	21,143	471	0	(226)	21,388
C - Premises	981	21	0	(27)	975
E - Transport Related Expenditure	2,493	50	(65)	(23)	2,456
G - Supplies And Services	12,554	53	0	(1,592)	11,014
J - Third Party Payments	35,483	164	0	7,590	43,237
L - Transfer Payments	1,364	0	0	0	1,364
P - Capital Financing Costs	111	0	0	0	111
Total Income	(56,084)	(42)	0	(5,993)	(62,120)
TA - Government Grants	(48,857)	0	0	(6,113)	(54,969)
TB - Reimbursements & Contributions	(2,625)	(23)	0	45	(2,602)
TC - Customer & Client Receipts	(820)	(4)	0	28	(796)
TD - Sales	0	0	0	(48)	(48)
TH - Recharges To Other Services	(3,783)	(15)	0	94	(3,705)
Net Budget	18,045	716	(65)	(272)	18,425

Education (Achievement & Aspiration) – GF

Service	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
Adult Community Learning	68	28	(13)	(2)	81	17
Education (Achievement and Aspiration)	497	8	0	400	905	1
Schools Improvement & Partnership	1,615	47	0	(3)	1,659	7
Schools Inclusion	144	16	0	(1)	158	5
Schools	5,040	0	0	0	5,040	0
Schools Admissions	35	1	0	0	35	6
Camden Learning Company	1	5	0	0	6	0
Total Budget	7,399	104	(13)	393	7,884	35

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	156,870	138	(13)	343	157,337
A - Employees	133,466	48	(13)	340	133,842
C - Premises	10,732	1	0	0	10,733
E - Transport Related Expenditure	32	1	0	(1)	32
G - Supplies And Services	32,751	38	0	3	32,792
J - Third Party Payments	(24,781)	51	0	0	(24,731)
L - Transfer Payments	25	0	0	0	25
N - Support Services	35	0	0	0	35
P - Capital Financing Costs	4,610	0	0	0	4,610
Total Income	(149,470)	(35)	0	52	(149,453)
TA - Government Grants	(141,607)	0	0	58	(141,549)
TB - Reimbursements & Contributions	(1,533)	(10)	0	0	(1,544)
TC - Customer & Client Receipts	(4,490)	(10)	0	(6)	(4,506)
TD - Sales	(34)	(1)	0	0	(35)
TH - Recharges To Other Services	(1,806)	(14)	0	0	(1,820)
Net Budget	7,399	104	(13)	393	7,884

Schools – GF & Grants

Resources	2018/19 £000	2019/20 £000
Dedicated schools grant	164,388	160,196
Academies	8,892	1,430
Total dedicated schools grant	173,280	161,626
Pupil premium grant	10,206	10,497
6th form grant	10,971	10,546
Council contribution	4,838	4,838
Use of reserves	470	0
Total estimated funding	199,765	187,507
Increase (£000)		(12,258)
% Increase		-6.14%

Distribution	2018/19 £000	2019/20 £000
Primary and nursery schools	77,325	76,263
Children centres and external nursery	13,755	12,441
Secondary schools	71,402	65,398
Special and hospital schools	9,719	14,395
Academies	8,892	10,051
Total to schools	181,092	178,548
Capital financing costs	4,288	4,288
Centrally provided services	1,427	1,430
High needs excluding schools	12,959	12,088
Total net expenditure	199,765	196,354

It is important to note that while schools budgets are within the General Fund, the majority of their funding comes from specific government grants, which are passed on to schools and other delivery bodies according to a formula for them to spend. These government grants for schools include such payments as the Dedicated Schools Grant (DSG), Pupil Premium and 6th form grants.

Please note that £32m of high needs and £18m of early years expenditure relating to the DSG grant is contained outside of Education (Achievement & Aspiration) and instead contained within Early Intervention & Prevention. Therefore, the expenditure within Education (Achievement & Aspiration) does not reflect the full grant funding.

Housing Support Services – GF

Service	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
Camden Accessible Travel Solution	15,185	56	(60)	(330)	14,851	98
Housing Needs	3,433	79	(50)	338	3,801	79
Housing Supply Initiatives	10,649	259	(675)	144	10,377	40
Temporary Accommodation	3,877	70	(158)	233	4,022	65
Total Budget	33,144	464	(943)	385	33,050	281

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	56,287	840	(868)	605	56,882
A - Employees	11,932	277	0	458	12,667
C - Premises	3,963	79	0	0	4,060
E - Transport Related Expenditure	5,393	108	(60)	(7)	5,434
G - Supplies And Services	1,716	34	(50)	(154)	1,546
J - Third Party Payments	26,297	342	(600)	149	26,188
L - Transfer Payments	4,419	0	0	160	4,579
N - Support Services	2,074	0	(158)	(1)	1,915
P - Capital Financing Costs	493	0	0	0	493
Total Income	(23,142)	(376)	(75)	(239)	(23,833)
TA - Government Grants	(4,288)	0	0	(111)	(4,398)
TB - Reimbursements & Contributions	(2,676)	(54)	0	75	(2,655)
TC - Customer & Client Receipts	(1,312)	(26)	(75)	(65)	(1,479)
TE - Rents	(5,824)	(116)	0	(137)	(6,077)
TH - Recharges To Other Services	(9,013)	(180)	0	(1)	(9,194)
TZ - Miscellaneous Income	(30)	0	0	0	(30)
Net Budget	33,144	464	(943)	385	33,050

Housing Support Services – HRA

Service	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
Housing Management	13	1	0	0	14	1
Housing Needs	1,262	25	0	0	1,287	0
Housing Supply Initiatives	21	1	0	0	22	1
Temporary Accommodation	1,053	28	(100)	14	995	53
Total Budget	2,349	55	(100)	14	2,319	55

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	7,692	162	(208)	(11)	7,635
A - Employees	2,882	66	(208)	(490)	2,250
C - Premises	855	17	0	0	872
E - Transport Related Expenditure	10	0	0	0	11
G - Supplies And Services	2,007	40	0	0	2,047
J - Third Party Payments	0	0	0	478	478
N - Support Services	1,939	39	0	0	1,977
Total Income	(5,343)	(107)	108	25	(5,317)
TB - Reimbursements & Contributions	(465)	(9)	0	(5)	(478)
TC - Customer & Client Receipts	(1,428)	(29)	0	0	(1,457)
TE - Rents	(1,400)	(28)	0	56	(1,372)
TH - Recharges To Other Services	(2,051)	(41)	108	(26)	(2,010)
Net Budget	2,349	55	(100)	14	2,319

Strategic & Joint Commissioning – GF

Service	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
Children and Families Commissioning	4,201	93	(61)	(3)	4,231	6
Integrated Commissioning (Adults)	3,592	132	(320)	(302)	3,102	28
Strategic and Joint Commissioning	445	10	(140)	(3)	312	1
Total Budget	8,238	235	(521)	(308)	7,644	35

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	22,195	514	(521)	(758)	21,430
A - Employees	2,156	50	0	(25)	2,181
C - Premises	164	3	0	(2)	165
E - Transport Related Expenditure	82	2	0	0	84
G - Supplies And Services	7,288	146	(201)	84	7,317
J - Third Party Payments	12,505	313	(320)	(814)	11,683
N - Support Services	1	0	0	0	1
Total Income	(13,957)	(279)	0	450	(13,786)
TB - Reimbursements & Contributions	(12,909)	(258)	0	623	(12,544)
TH - Recharges To Other Services	(1,048)	(21)	0	(173)	(1,242)
Net Budget	8,238	235	(521)	(308)	7,644

Supporting People Leadership – GF

Service	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
Executive Director for Supporting People	470	7	0	242	719	1
Total Budget	470	7	0	242	719	1

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	470	7	0	300	777
A - Employees	227	5	0	(4)	228
G - Supplies And Services	104	2	0	304	410
N - Support Services	139	0	0	0	139
Total Income	0	0	0	(58)	(58)
TA - Government Grants	0	0	0	(58)	(58)
Net Budget	470	7	0	242	719

Corporate Services Directorate

Executive Director: Jon Rowney
Total Revenue Budget (GF): £22.391m
Full Time Equivalents (FTE's): 1,123

The directorate is responsible for coordinating the council's overall strategic direction and overseeing use of resources, developing the council's digital and data capabilities and providing essential support services. A core purpose is to help the council learn, adapt and change, remain innovative and ensure we are focused on the future.

This directorate therefore brings together Finance and Procurement, Strategy and Change, ICT, Law and Governance, HR, Communications and Customer Services.

The directorate has seven main functional areas:

- **Finance and procurement:** responsible for core finance, audit, procurement and revenue services. Supports development of the Medium Term Financial Strategy (MTFS) and CIP business cases.
- **Strategy and Change:** provides support to the council's strategic leadership and coordinates strategy and change support for service directorates and the organisation as a whole.
- **ICT:** supports the ICT infrastructure of the council, manages its software and develops the digital and data capabilities of the organisation.
- **Law and Governance:** provides advice and support to the council on the full range of its legal functions in addition to democratic services

including committee services and electoral services.

- **Human Resources:** ensures that the council has the people and organisational capacity required to deliver its aims and priorities and delivering HR support services that contribute to keeping the council running smoothly.
- **Communications:** provides communications support and advice to the council.
- **Customer Services:** operational delivery of customer services (contact centre and registrars), parking services, and benefits and related advice. The service is also responsible for council tax and business rates.

Corporate Services Directorate – GF

Division	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
Chief Executive Office	235	6	0	0	241	1
Communications	1,312	51	(152)	54	1,265	25
Customer Services	(18,578)	(217)	(1,262)	(1,730)	(21,786)	361
Executive Director for Corporate Services	262	7	0	0	268	1
Finance and Procurement	5,467	147	(168)	709	6,156	103
HR	5,780	140	(150)	(267)	5,503	87
ICT Shared Service	12,596	257	(642)	2,314	14,525	210
Law and Governance	13,122	305	(820)	(27)	12,579	285
Strategy and Change	2,837	55	(32)	780	3,641	50
Total Budget	23,033	757	(3,226)	1,826	22,391	1,123

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	255,893	1,687	(2,391)	(9,937)	245,252
A - Employees	53,444	1,236	(1,246)	348	53,783
C - Premises	401	8	(19)	(9)	382
E - Transport Related Expenditure	139	3	(3)	(4)	135
G - Supplies And Services	11,429	243	(928)	1,384	12,129
J - Third Party Payments	7,890	197	(195)	204	8,097
L - Transfer Payments	179,649	0	0	(13,292)	166,357
N - Support Services	31	0	0	1,486	1,517
P - Capital Financing Costs	2,908	0	0	(54)	2,854
Total Income	(232,860)	(930)	(835)	11,763	(222,861)
TA - Government Grants	(177,184)	0	0	12,401	(164,783)
TB - Reimbursements & Contributions	(7,075)	(16)	0	1,039	(6,052)
TC - Customer & Client Receipts	(41,943)	(818)	(835)	(2,035)	(45,631)
TD - Sales	(100)	(2)	0	26	(76)
TF - Support Services	(1,241)	0	0	336	(905)
TH - Recharges To Other Services	(4,990)	(94)	0	(182)	(5,266)
TZ - Miscellaneous Income	(327)	0	0	177	(149)
Net Budget	23,033	757	(3,226)	1,826	22,391

Chief Executive Office – GF

Service	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
Chief Executive Office	235	6	0	0	241	1
Total Budget	235	6	0	0	241	1

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	253	6	0	0	259
A - Employees	250	6	0	0	256
E - Transport Related Expenditure	1	0	0	0	1
G - Supplies And Services	2	0	0	0	2
Total Income	(18)	0	0	0	(18)
TB - Reimbursements & Contributions	(18)	0	0	0	(18)
Net Budget	235	6	0	0	241

Corporate Services Leadership – GF

Service	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
Executive Director of Corporate Services	262	7	0	0	268	1
Total Budget	262	7	0	0	268	1

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	315	8	0	0	323
A - Employees	312	8	0	0	320
G - Supplies And Services	3	0	0	0	3
Total Income	(54)	(1)	0	0	(55)
TB - Reimbursements & Contributions	(54)	(1)	0	0	(55)
Net Budget	262	7	0	0	268

Communications – GF

Service	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
Communications	1,312	51	(152)	54	1,265	25
Total Budget	1,312	51	(152)	54	1,265	25

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	2,424	53	(167)	(309)	2,001
A - Employees	1,630	38	(52)	(133)	1,484
G - Supplies And Services	694	14	(115)	(122)	471
J - Third Party Payments	46	1	0	0	47
P - Capital Financing Costs	54	0	0	(54)	0
Total Income	(1,112)	(2)	15	363	(736)
TC - Customer & Client Receipts	(15)	0	15	0	0
TD - Sales	(94)	(2)	0	26	(69)
TF - Support Services	(1,003)	0	0	336	(667)
Net Budget	1,312	51	(152)	54	1,265

Customer Services – GF

Service	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
Benefits	675	62	0	(1)	736	44
Contact Camden	5,824	139	(192)	(7)	5,764	164
Council Tax and Business Rates	875	23	(70)	24	852	37
Credit Control and Income Management	1,842	40	0	(120)	1,761	23
Director of Customer Services	(43)	3	0	120	81	1
Parking Operations	(27,345)	(498)	(1,000)	(2,035)	(30,878)	73
Registrar Service	(406)	14	0	290	(102)	20
Total Budget	(18,578)	(217)	(1,262)	(1,730)	(21,786)	361

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	205,011	603	(462)	(12,949)	192,203
A - Employees	15,007	355	(192)	(2)	15,168
C - Premises	201	4	0	(22)	183
E - Transport Related Expenditure	53	1	0	(4)	50
G - Supplies And Services	2,585	55	0	58	2,699
J - Third Party Payments	7,503	188	(270)	314	7,734
L - Transfer Payments	179,649	0	0	(13,292)	166,357
N - Support Services	12	0	0	0	12
Total Income	(223,588)	(821)	(800)	11,220	(213,989)
TA - Government Grants	(177,120)	0	0	12,337	(164,783)
TB - Reimbursements & Contributions	(4,541)	0	0	941	(3,600)
TC - Customer & Client Receipts	(41,685)	(816)	(800)	(2,058)	(45,359)
TH - Recharges To Other Services	(243)	(5)	0	0	(248)
Net Budget	(18,578)	(217)	(1,262)	(1,730)	(21,786)

Finance & Procurement – GF

Service	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
Director of Finance & Procurement	(405)	3	0	550	148	1
Financial Support - Corporate	684	17	0	0	701	11
Financial Support - People	943	23	0	(136)	830	16
Financial Support- Communities	875	21	(35)	135	996	17
Internal Audit and Risk	712	17	0	164	894	9
Procurement	1,213	32	0	0	1,244	22
Treasury & Financial Transactions	1,445	34	(133)	(4)	1,343	27
Total Budget	5,467	147	(168)	709	6,156	103

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	6,152	158	(158)	677	6,830
A - Employees	6,009	143	(113)	16	6,056
E - Transport Related Expenditure	0	0	0	0	0
G - Supplies And Services	(156)	8	(45)	713	520
J - Third Party Payments	292	7	0	(46)	254
N - Support Services	7	0	0	(7)	0
Total Income	(685)	(11)	(10)	32	(674)
TA - Government Grants	(64)	0	0	64	0
TB - Reimbursements & Contributions	(435)	(7)	0	0	(443)
TC - Customer & Client Receipts	(1)	0	(10)	0	(11)
TH - Recharges To Other Services	(185)	(4)	0	(32)	(221)
Net Budget	5,467	147	(168)	709	6,156

Human Resources – GF

Service	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
Health and Safety	461	11	0	0	472	4
HR	923	21	0	(326)	619	6
HR Team	1,019	30	(30)	(6)	1,014	28
Organisational Development and Strategy	1,996	45	(120)	62	1,982	26
Senior HR Advisers	1,381	32	0	4	1,417	23
Total Budget	5,780	140	(150)	(267)	5,503	87

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	6,296	144	(110)	(322)	6,007
A - Employees	5,602	130	(65)	(308)	5,359
C - Premises	71	1	(17)	0	55
E - Transport Related Expenditure	12	0	(3)	0	9
G - Supplies And Services	610	12	(25)	(14)	584
Total Income	(515)	(4)	(40)	56	(504)
TB - Reimbursements & Contributions	(188)	(4)	0	57	(135)
TC - Customer & Client Receipts	(17)	0	(40)	(1)	(58)
TH - Recharges To Other Services	(311)	0	0	0	(311)
Net Budget	5,780	140	(150)	(267)	5,503

ICT – GF

Service	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
Assistant Director of ICT	(44)	(1)	(642)	642	(45)	0
Modern Infrastructure	4,119	75	0	20	4,214	37
Rechargeable / Funded	20	14	0	(35)	0	60
Service Support & Improvement	5,318	110	0	1,674	7,102	43
Strategy & Change	3,183	59	0	12	3,254	70
Total Budget	12,596	257	(642)	2,314	14,525	210

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	16,918	339	(642)	2,424	19,039
A - Employees	9,320	231	0	255	9,807
E - Transport Related Expenditure	23	0	0	0	23
G - Supplies And Services	5,339	107	(642)	669	5,473
N - Support Services	0	0	0	1,500	1,500
P - Capital Financing Costs	2,235	0	0	0	2,235
Total Income	(4,322)	(82)	0	(110)	(4,513)
TC - Customer & Client Receipts	(53)	(1)	0	0	(54)
TF - Support Services	(237)	0	0	0	(238)
TH - Recharges To Other Services	(4,024)	(80)	0	(117)	(4,222)
TZ - Miscellaneous Income	(7)	0	0	7	0
Net Budget	12,596	257	(642)	2,314	14,525

Law & Governance – GF

Service	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
Borough Solicitor	180	4	0	0	184	1
Business Support	7,664	174	(478)	68	7,428	151
Democratic & Committee Services	695	16	(78)	(86)	547	11
Elections	538	13	(42)	(2)	507	6
Legal Services	2,533	67	(160)	(4)	2,436	51
Member Support	1,512	32	(62)	(4)	1,478	65
Total Budget	13,122	305	(820)	(27)	12,579	285

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	13,938	312	(820)	(230)	13,200
A - Employees	11,440	262	(824)	(221)	10,657
C - Premises	102	2	0	15	119
E - Transport Related Expenditure	39	1	0	0	40
G - Supplies And Services	2,295	46	(71)	47	2,317
J - Third Party Payments	50	1	75	(64)	62
N - Support Services	12	0	0	(8)	4
Total Income	(816)	(7)	0	203	(620)
TB - Reimbursements & Contributions	(91)	(2)	0	42	(51)
TC - Customer & Client Receipts	(172)	(1)	0	24	(149)
TD - Sales	(6)	0	0	0	(7)
TH - Recharges To Other Services	(228)	(5)	0	(33)	(265)
TZ - Miscellaneous Income	(319)	0	0	170	(149)
Net Budget	13,122	305	(820)	(27)	12,579

Strategy & Change – GF

Service	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000	FTE
Strategy	2,573	49	(32)	519	3,108	44
Strategy & Change	264	7	0	261	532	6
Total Budget	2,837	55	(32)	780	3,641	50

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	2,912	57	(32)	780	3,717
A - Employees	2,243	56	0	748	3,047
C - Premises	5	0	(2)	0	3
E - Transport Related Expenditure	1	0	0	0	1
G - Supplies And Services	44	1	(30)	32	47
P - Capital Financing Costs	619	0	0	0	619
Total Income	(75)	(1)	0	0	(76)
TB - Reimbursements & Contributions	(75)	(1)	0	0	(76)
Net Budget	2,837	55	(32)	780	3,641

Public Health Directorate

Executive Director: Julie Billett
Total Revenue Budget: £21.647m
Full Time Equivalents (FTE's): 25*

(*All staff employed by LB Islington within Shared Service – 50 in total)

The purpose of the Public Health function is to protect and improve the health and wellbeing of Camden residents. Public health interventions and activities aim to improve quality of life, to prevent health problems occurring or worsening, and to overcome health inequalities.

As part of the health arrangements, Public Health works closely with other key stakeholders across the public health delivery system, including providing a 'core offer' of intelligence, public health advice and support to Camden Clinical Commissioning Group to support needs-led, evidence-based commissioning of health services for the local population.

The council's public health function is delivered through a shared service with the London Borough of Islington, in order to benefit from a shared approach to mutual issues, shared learning and expertise, and increased efficiencies through joint commissioning and collaboration.

The three key elements of public health are:

- **Health improvement:** This includes contributing to increased life expectancy and healthier lifestyles as well as reducing inequalities in health and addressing the wider social determinants of health. This may be through specific intervention programmes, influencing and informing wider health commissioning and embedding a health perspective in all council services. Some examples of public health interventions and programmes include tobacco control and smoking cessation support, sexual health services, and a range of programmes and services to help people be more active and maintain a healthy weight.
- **Health protection:** This includes protecting the population from infectious diseases, environmental hazards, and other risks to health, and assuring the local system's emergency planning and preparedness arrangements. Surveillance, monitoring & analysis of the population's health & wellbeing are also key to improving health and tackling inequalities.
- **Public health advice and support:** This includes assisting those who commission health and wellbeing services to understand the health profile and health needs of the local population, and plan services to meet those needs, and improve health and wellbeing outcomes, as well as evaluating how successful services are in meeting needs.

The funding received by Camden for public health services is £26.085m. £21.647m of this budget is allocated within this directorate's budgets, however the council also delivers £4.438m of public health services through other directorates.

Public Health – GF

Division	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Children 5-19 Public Health Programme	5,529	139	(510)	3	5,161
NHS Health Checker Programmes	388	10	0	(33)	364
Obesity & Physical Activity	889	22	0	(295)	616
Other Public Health Services	548	14	(10)	(14)	538
Public Health Leadership	2,358	59	(50)	(60)	2,307
Sexual Health	5,275	132	0	(410)	4,997
Smoking & Tobacco	798	22	(60)	(15)	744
Substance Misuse	7,075	177	(115)	(216)	6,921
Total Budget	22,859	574	(745)	(1,041)	21,647

Income/Expenditure Type	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Total Expenditure	23,529	587	(745)	(1,343)	22,028
C - Premises	2	0	0	0	2
E - Transport Related Expenditure	0	0	0	0	0
G - Supplies And Services	228	5	(10)	(36)	187
J - Third Party Payments	23,296	582	(735)	(1,307)	21,837
N - Support Services	3	0	0	0	3
Total Income	(670)	(13)	0	302	(381)
TB - Reimbursements & Contributions	(670)	(13)	0	302	(381)
Net Budget	22,859	574	(745)	(1,041)	21,647

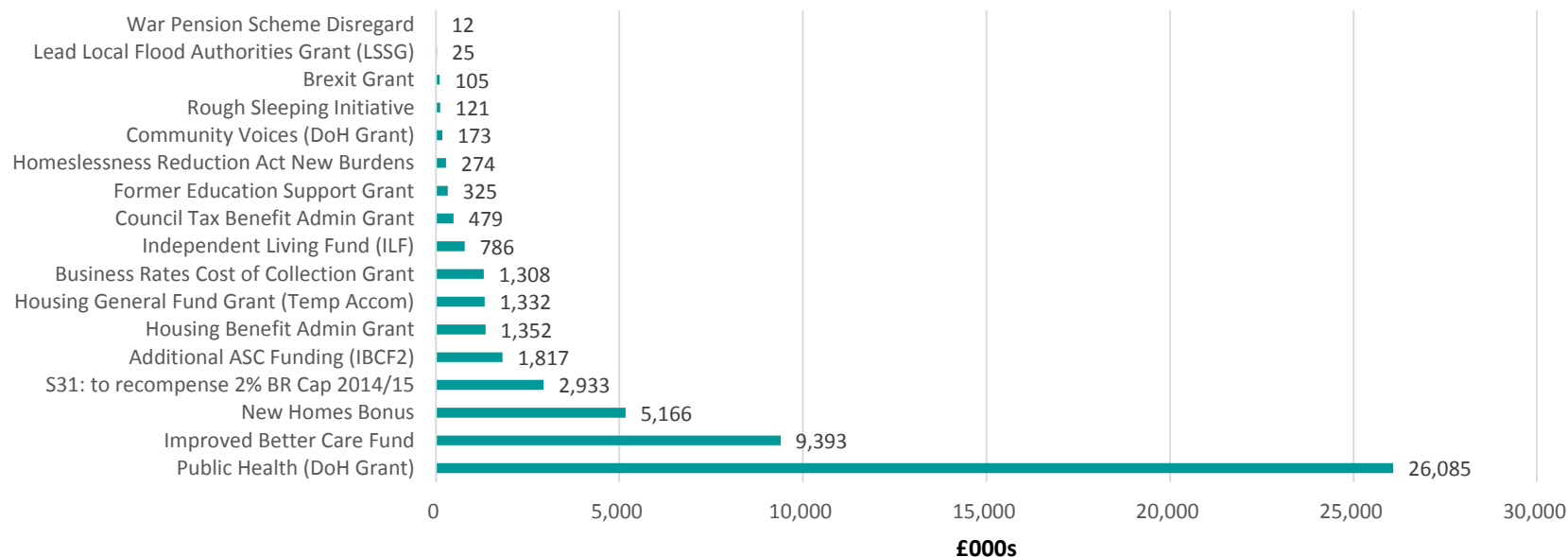
Other Budgets – GF

Other Budgets	2018/19 Budget £000	2019/20 Budget £000
Reserve Movements	(10,380)	5,019
Interest	(361)	167
Pensions	15,975	15,316
Levies	1,883	1,883
Capital Financing	11,690	4,990
Specific Grants (see chart below)	(52,696)	(51,686)
Other	(26,511)	(30,538)
	(60,400)	(54,849)

Specific Grants from Central Government

The Public Health grant is ring fenced. This means that it has conditions attached to it with regards to how it is spent. All the remaining grants are non-ring fenced which means they can be spent on general expenditure, though some are provided in respect of services the council must deliver by statute.

Central Government Grants



Other Budgets – HRA

Division	2018/19 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2019/20 Budget £000
Hostels Bad Debt Provision	152	0	0	0	152
Bad Debt Provision	1,085	0	0	0	1,085
Capital Financing	48,750	0	0	(9,024)	39,726
Contingency	1,080	22	0	(316)	786
Housing Subsidy	(6,824)	0	0	6,824	0
Interest	(600)	0	(250)	0	(850)
MIRS	21,776	0	0	0	21,776
RCCO	1,822	0	(400)	(660)	762
HRA CDC Contribution	3,930	10	0	0	3,939
HRA Management	476	2	0	15	493
RCCO Leasehold Cap Contribution	5,000	0	0	100	5,100
	76,646	33	(650)	(3,061)	72,968



Capital Programme

2017 – 2026+

Capital Programme

The council has a substantial capital programme spanning many years. This consists of a number of high profile self-financing projects and a large backlog maintenance programme.

Main Programme Areas:

Community Investment Programme (CIP)

The Community Investment Programme (CIP) is a long-term programme bringing together a range of works focussed on ensuring best use of the council's assets to improve, shape and transform key places and services within Camden, whilst simultaneously addressing a critical capital funding gap. The programme is making and will continue to make an important contribution to the delivery of objectives within the Camden Plan, particularly harnessing the benefits of economic growth, tackling inequality, investing in our communities to ensure sustainable neighbourhoods and delivering value for money. The key objectives are:

- To work with local people to identify ways to unlock the value of some of the borough's assets (non-residential buildings and land).
- To help bring our schools up to modern standards.
- To provide new school places to meet the growing demographic demands.
- To provide opportunities for housing/provide new housing.
- To regenerate housing estates.
- To improve the environment and places in which the council's assets are located.
- To improve community services.
- To sell or redevelop properties that are out of date, expensive to maintain, or underused and difficult to access to generate funds to reinvest in the council's capital programme.
- To significantly reduce on-going maintenance costs for both the council and third sector/partner organisations to help deliver more sustainable services.
- To modernise the property portfolio.
- To make better use of the property portfolio.
- To stimulate the local economy through private sector partnerships or straight disposal for development to enhance the building fabric across the borough.

Better Homes

Improvements to council housing are an important part of the Community Investment Programme, with the objective of funding the council's housing investment strategy. The Better Homes strategy includes the achievement of the Decent Homes standard for Camden's 24,000 HRA dwellings. Another element is a programme of housing regeneration in certain estates. The CIP has built 702 of its target 3,050 new homes by 2023/24 including 1,400 affordable homes. Cabinet approval to 75% of these homes has been agreed.

Homes for Older People

This project includes building two new care homes at Maitland Park and Wellesley Road, with extra care sheltered housing also located at Maitland Park, and building a new Charlie Ratchford Resource centre with extra care sheltered housing above. This work will be funded by the proceed from the disposals of Ingestre Road, Branch Hill and St. Margarets elderly person's homes and the existing Charlie Ratchford site at Belmont Street.

Accommodation Strategy

As part of our accommodation strategy, 5 Pancras Square, a new building comprising a leisure centre and swimming pool complex, a public library, multi-purpose customer centre and council offices, was opened in King's Cross in August 2014. Several former council offices have been disposed of since with more scheduled over the coming years.

The latest part of the council's accommodation strategy is the regeneration of the Town Hall. The project will renew the historic civic and democratic core, provide high quality commercial office space on the 2nd and 3rd floors and an incubator space for small and medium enterprises in the basement. In addition, the Camden Centre space will be let on a long-term basis to a commercial operator.

Capital Programme

Backlog Maintenance (Baselines)

To ensure a consistent investment approach across the authority, the council has developed a framework to allocating capital resources on an outcomes basis to complement the strategy implemented in the allocation of revenue resources. Proposals were split into 'baselines' - defined as the amount required to maintain assets in a steady state (i.e. with no worsening in the level of backlog maintenance), and 'baseline plus' - where the expenditure will provide new services or enhancements to existing service levels.

In September 2014, cabinet approved baselines of £88m over the period up to 2019/20. This included £31m and £29m for backlog maintenance on schools and infrastructure respectively. The projects categorised as baseline plus have been recommended to the 25 February 2015 cabinet and are now included in the capital programme since being approved. They have been judged as meeting 3 criteria:

- Meets Camden Plan objectives.
- Generates revenue savings.
- Meets statutory/legal requirements

Funding the Capital Programme

The largest single element of funding is capital receipts. The council has set targets for capital receipts arising from the disposal of surplus assets, complementary development sites and from the sale of new private housing from a number of redevelopment sites. Other sources of funding are prudential borrowing, Council's revenue reserves, S106 contributions and Community Investment Levy from various developments and a small number of government grants.

The principles used in developing the capital strategy are:

- Clear links between resource allocation and priorities as expressed in the Camden Plan.
- The cost of maintaining and developing the council's infrastructure is fully recognised within the strategy.
- Baseline backlog maintenance must be funded over the life of the strategy.
- Revenue impacts and costs to capital schemes are fully recognised in the revenue budgets.
- Where available government grants and other contributions in respect of housing and education are to be used for the benefit of those services.
- Revenue returns from capital 'invest to save' projects are allocated corporately.

Capital Programme – Summary

Expenditure	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026+ £000	Total £000
ICT	1,992	2,924	800	0	0	0	0	0	0	0	5,716
Community Services	22	725	1,751	800	0	0	0	0	0	0	3,298
Regeneration and Planning	5,630	22,435	22,223	1,890	264	264	264	264	264	152	53,650
Development (CIP and Major Projects)	108,627	98,009	107,673	79,991	77,701	55,819	36,289	29,512	31,257	15,881	640,759
Property Management	61,802	110,426	113,682	96,485	64,268	40,582	13,820	27,746	17,446	28,510	574,767
Place Management	11,738	13,261	12,717	967	542	1,365	2,570	2,570	458	0	46,188
Total Capital Expenditure	189,811	247,780	258,846	180,133	142,775	98,030	52,943	60,092	49,425	44,543	1,324,378

Funding	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026+ £000	Total £000
Government grants:											
Dept. for Education grants	2,343	2,402	3,954	1,759	0	0	0	0	0	0	10,458
National Health Service grants & Public Health	1,475	1,032	438	1,636	106	0	0	0	0	0	4,687
Other government grants	249	802	0	0	0	0	0	0	0	0	1,051
GLA - housing grants	286	1,000	997	0	0	0	0	0	0	0	2,283
GLA -Transport for London grants	5,537	8,992	7,594	0	0	0	0	0	0	0	22,123
Lottery grants	253	138	0	0	0	0	0	0	0	0	391
Other Grants	264	1,267	528	200	0	0	0	0	0	0	2,259
Community Infrastructure Levy	5,949	6,120	5,656	1,555	0	0	0	0	0	0	19,280
Section 106 contributions	8,098	35,660	22,852	10,208	11,195	10,274	7,013	5,628	6,104	1,699	118,731
Schools contributions	237	0	0	0	0	0	0	0	0	0	237
Other contributions	817	2,407	1,565	0	0	0	0	0	0	0	4,789

HRA:											
Major Repairs Reserve	36,207	41,041	35,453	36,341	43,739	23,041	24,735	26,583	25,655	15,881	308,676
Leaseholders' capital contributions	0	6,010	3,990	4,000	4,000	4,000	0	0	5,000	0	27,000
Revenue contribution (HRA)	0	0	0	0	0	0	0	0	0	0	0

Corporate Resources:											
Public Health Reserve	0	0	0	0	0	0	0	0	0	0	0
Revenue Contributions - General Fund	10,118	13,891	4,990	1,470	264	264	264	264	264	152	31,941
Prudential Borrowing - HRA	13,454	28,996	17,085	11,209	7,343	15,920	3,895	0	0	0	97,902
Prudential Borrowing - GF	1,355	5,895	22,448	13,603	5,633	0	0	0	0	0	48,934
HRA Capital Receipts	56,292	46,892	75,851	69,825	43,665	29,932	7,306	22,490	11,342	26,811	390,406
1-4-1 RTB Retained Receipts	19,681	6,843	6,642	5,820	6,813	6,633	1,757	0	0	0	54,189
GF Capital Receipts	27,196	38,392	48,803	22,507	20,017	7,966	7,973	5,127	1,060	0	179,041
Total Resources	189,811	247,780	258,846	180,133	142,775	98,030	52,943	60,092	49,425	44,543	1,324,378

Capital Programme – Corporate Services (ICT)

Expenditure	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Core Investment Portfolio	698	1,132	300	0	0	0	0	0	0	0	2,130
Transformation Investment Portfolio	852	1,088	400	0	0	0	0	0	0	0	2,340
Parking Schemes	429	488	0	0	0	0	0	0	0	0	917
Unavoidable Pressures Investment Portfolio	13	216	100	0	0	0	0	0	0	0	329
Total	1,992	2,924	800	0	0	0	0	0	0	0	5,716

Funding	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Other Grants	234	148	0	0	0	0	0	0	0	0	382
Corporate GF RCCO	1,542	2,776	800	0	0	0	0	0	0	0	5,118
Prudential Borrowing - GF	112	0	0	0	0	0	0	0	0	0	112
GF Capital Receipts	104	0	0	0	0	0	0	0	0	0	104
Total	1,992	2,924	800	0	0	0	0	0	0	0	5,716

Capital Programme – Community Services

Expenditure	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Libraries and Arts	0	386	0	0	0	0	0	0	0	0	386
Sports Centres	22	339	1,751	800	0	0	0	0	0	0	2,912
Total	22	725	1,751	800	0	0	0	0	0	0	3,298

Funding	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Other grants	0	150	378	200	0	0	0	0	0	0	728
s106 Contributions	0	85	0	0	0	0	0	0	0	0	85
Other contributions	0	20	0	0	0	0	0	0	0	0	20
Corporate GF RCCO	22	470	49	0	0	0	0	0	0	0	541
GF Capital Receipts	0	0	1,324	600	0	0	0	0	0	0	1,924
Total	22	725	1,751	800	0	0	0	0	0	0	3,298

Capital Programme – Property Management

Expenditure	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026+ £000	Total £000
Better Homes	45,611	83,387	89,426	74,309	46,649	28,890	13,820	27,746	17,446	28,510	455,794
Other HRA capital exp.	6,219	10,620	7,618	7,888	7,564	7,279	0	0	0	0	47,188
Homes for Older People	1,721	4,819	2,482	2,241	3,026	165	0	0	0	0	14,454
Community Investment Programme	3,309	7,479	7,599	2,343	155	0	0	0	0	0	20,885
Education Property Maint & Improvement	3,336	3,289	4,191	5,104	2,500	400	0	0	0	0	18,820
Corporate Property Maint & Improvement	1,606	832	2,366	4,600	4,374	3,848	0	0	0	0	17,626
Total	61,802	110,426	113,682	96,485	64,268	40,582	13,820	27,746	17,446	28,510	574,767

Funding	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026+ £000	Total £000
Government grants:											
Department for Education grants	2,343	2,402	3,954	1,759	0	0	0	0	0	0	10,458
National Health Service grants & Public Health	1,439	1,032	438	1,636	106	0	0	0	0	0	4,651
Lottery grants	253	138	0	0	0	0	0	0	0	0	391
Section 106 contributions	1,333	1,078	0	0	0	0	0	0	0	0	2,411
Community Infrastructure Levy	1,880	2,120	2,000	0	0	0	0	0	0	0	6,000
Schools contributions	0	0	0	0	0	0	0	0	0	0	0
Other grants	264	0	0	0	0	0	0	0	0	0	264
HRA:											
Major Repairs Reserve	36,207	41,041	35,453	36,341	43,739	23,041	11,347	26,583	12,446	15,881	282,079
Leaseholders' capital contributions	0	6,010	3,990	4,000	4,000	4,000	0	0	5,000	0	27,000
Revenue contribution (HRA)	0	0	0	0	0	0	0	0	0	0	0
Corporate Resources:											
Revenue Contributions - General Fund	1,265	315	0	0	0	0	0	0	0	0	1,580
Prudential Borrowing - HRA	0	4,554	0	0	0	0	0	0	0	0	4,554
HRA Capital Receipts	15,286	45,345	59,301	42,106	6,597	9,293	0	1,163	0	12,629	191,720
1-4-1 RTB Cap Receipts	289	0	0	0	0	0	0	0	0	0	289
GF Capital Receipts	1,243	6,391	8,546	10,643	9,826	4,248	2,473	0	0	0	43,370
Total Resources	61,802	110,426	113,682	96,485	64,268	40,582	13,820	27,746	17,446	28,510	574,767

Capital Programme – CIP & Major Projects

Expenditure	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Community Investment Programme	33,735	43,417	53,470	12,119	3,614	3,689	3,484	2,929	602	0	157,059
Accommodation Strategy	1,452	6,649	9,610	16,653	13,407	64	0	0	0	0	47,835
Estate Regeneration	72,743	47,125	44,444	51,219	60,680	52,066	32,805	26,583	30,655	15,881	434,201
HRA Hostels	697	818	149	0	0	0	0	0	0	0	1,664
Total	108,627	98,009	107,673	79,991	77,701	55,819	36,289	29,512	31,257	15,881	640,759

Funding	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
GLA - Housing grants	286	1,000	997	0	0	0	0	0	0	0	2,283
Other grants/contributions	0	117	0	0	0	0	0	0	0	0	117
Section 106 contributions	3,623	23,875	9,970	9,219	11,195	10,274	7,013	5,628	6,104	1,699	88,600
Community Infrastructure Levy	0	0	0	1,555	0	0	0	0	0	0	1,555
Schools contributions	237	0	0	0	0	0	0	0	0	0	237
HRA:											
Major Repairs Reserve	0	0	0	0	0	0	13,388	0	13,209	0	26,597
Corporate Resources:											
Revenue Contributions - General Fund	5,792	6,634	630		0	0	0	0	0	0	13,056
Prudential Borrowing - HRA	13,454	21,742	17,085	11,209	7,343	15,920	3,895	0	0	0	90,648
Prudential Borrowing - GF	1,243	8,595	22,448	13,603	5,633	0	0	0	0	0	51,522
HRA Capital Receipts	41,006	0	16,349	26,897	38,061	20,459	9,063	21,327	11,342	14,182	198,686
1-4-1 RTB Retained Receipts	19,392	8,390	6,843	6,642	5,820	6,813	0	0	0	0	53,900
GF Capital Receipts	23,594	27,656	33,351	10,866	9,649	2,353	2,930	2,557	602	0	113,558
Total Resources	108,627	98,009	107,673	79,991	77,701	55,819	36,289	29,512	31,257	15,881	640,759

Capital Programme – Regeneration & Planning

Expenditure	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Corridors & Neighbourhoods	2,471	4,553	2,579	0	0	0	0	0	0	0	9,603
Controlled Parking	477	3,490	3,605	0	0	0	0	0	0	0	7,572
West End Project	2,151	11,876	15,750	1,626	0	0	0	0	0	0	31,403
Sustainability	531	2,516	289	264	264	264	264	264	264	152	5,072
Total	5,630	22,435	22,223	1,890	264	264	264	264	264	152	53,650

Funding	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Government Grants - Dep of Energy	249	802	0	0	0	0	0	0	0	0	1,051
GLA grants - TFL & WEP	5,099	8,742	7,594	0	0	0	0	0	0	0	21,435
Other grants (LUL St. Gilles)	0	1,000	150	0	0	0	0	0	0	0	1,150
s106 Contributions	282	8,061	11,539	420	0	0	0	0	0	0	20,302
Other Contributions	0	1,800	0	0	0	0	0	0	0	0	1,800
Corporate GF RCCO	0	1,690	2,135	1,470	264	264	264	264	264	152	6,767
GF Capital Receipts	0	340	805	0	0	0	0	0	0	0	1,145
Total	5,630	22,435	22,223	1,890	264	264	264	264	264	152	53,650

Capital Programme – Place Management

Expenditure	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Planned Improvements - Highways	7,635	7,743	7,582	0	0	0	0	0	0	0	22,960
Environmental Services	17	385	414	100	401	1,299	2,570	2,570	458	0	8,214
Green Spaces	2,191	3,433	3,937	304	141	66	0	0	0	0	10,072
Schemes funded by Developers' Contributions	1,895	1,700	784	563	0	0	0	0	0	0	4,942
Total	11,738	13,261	12,717	967	542	1,365	2,570	2,570	458	0	46,188

Funding	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
GLA -Transport for London grants	438	200	0	0	0	0	0	0	0	0	638
s106 Contributions	2,859	2,561	1,343	569	0	0	0	0	0	0	7,332
Other contributions	619	489	1,565	0	0	0	0	0	0	0	2,673
Community Infrastructure Levy	4,069	4,000	3,656	0	0	0	0	0	0	0	11,725
Corporate GF RCCO	1,498	2,006	1,376	0	0	0	0	0	0	0	4,880
GF Capital Receipts	2,255	4,005	4,777	398	542	1,365	2,570	2,570	458	0	18,940
Total	11,738	13,261	12,717	967	542	1,365	2,570	2,570	458	0	46,188



Reserves & Balances

Reserves & Balances

The council currently has around 15 separate earmarked reserves. These amounts have been set aside for several reasons which are set out in the table on page 69, however, they mainly relate to on-going projects, known future liabilities or to mitigate against future corporate risk. It is anticipated that the levels of earmarked reserves will decrease to £67.13m by 31st March 2020, a net decrease of £0.59m.

The council also has general balances, the amounts of which are set to cover any risks that the council might face in the forthcoming year and allocations would be made by the Executive Director for Corporate Services. The level of general balances is set every year according to the council's policy.

In reviewing the level of general balances, consideration has been given to the council's policy on reserves and balances, which states that the level of general balances should be more than 3% of, but not more than 10% of, total budgeted net expenditure and dedicated schools grant. The council is anticipating the amount of budgeted net expenditure dropping over the next few years. Therefore, taking a medium term view on the appropriate level of balances the council continue to set general balances as £13.624m which is 3% of the anticipated expenditure financed by business rates, council tax and the dedicated schools grant in 2018/19. This is in line with the director's policy of keeping general balances at the low end of council policy. The Director of Finance further states that no major allocations of general balances should be considered at this stage.

Earmarked Reserves	Forecast Reserves 31/03/19 £000	Forecast Out of Reserves £000	Forecast Into Reserves £000	Forecast Reserves 31/03/20 £000	2019/20 Net Movement £000
To Support Key Revenue Outcomes	21,044	(6,031)	6,105	21,118	74
To Support Council's Remodelling Programmes	14,139	(4,210)	1,951	11,880	(2,259)
On-going Capital Activity and asset Management	22,116	(5,971)	7,847	23,992	1,876
Mitigation of Future Corporate Risk	10,418	(3,600)	3,323	10,141	(277)
Total Earmarked Reserves	67,717	(19,812)	19,226	67,131	(586)

Reserves

Earmarked Reserves	Actual Reserves 31/03/2018 £000	Forecast Reserves 31/03/2019 £000	Forecast Reserves 31/03/2020 £000	Forecast Reserves 31/03/2021 £000	Forecast Reserves 31/03/2022 £000
Reserves to support key revenue budget outcomes					
Dedicated Schools Grant	4,319	2,153	2,153	2,153	2,153
Multi Year Budget Reserve	17,114	16,565	17,386	19,436	21,486
Education Commission	948	548	548	548	548
Supporting People Specific Reserves	2,570	1,778	1,031	1,031	1,031
Sub Total	24,951	21,044	21,118	23,168	25,218
Reserves to support the councils service remodelling programme					
Workforce Remodelling/Cost of Change	6,292	14,139	11,880	11,880	11,880
Camden Plan	4,101	0	0	0	0
Sub Total	10,393	14,139	11,880	11,880	11,880
Reserves to support on-going capital activity and asset management					
Future Capital Schemes	20,829	14,882	17,427	23,492	30,763
Commercial and other property	776	776	0	0	0
Haverstock PFI Funding Reserve	1,629	1,499	1,369	1,239	1,109
Schools PFI Equalisation Reserve	1,851	2,069	2,287	2,454	2,621
Building Schools for the Future	464	264	264	264	264
Accommodation Strategy	3,278	2,626	2,645	2,791	2,937
Sub Total	28,827	22,116	23,992	30,240	37,694
Reserves to mitigate future corporate risk					
Self-Insurance Reserve	5,477	5,177	5,177	5,177	5,177
Contingency Reserve	1,512	0	0	0	0
Business Rates Safety Net	15,253	5,241	4,964	8,287	11,610
Sub Total	22,242	10,418	10,141	13,464	16,787
Total Earmarked Reserves	86,413	67,717	67,131	78,752	91,579
General Balances	13,624	13,624	13,624	13,624	13,624
Housing Revenue Account	30,387	28,887	27,387	27,387	27,387
Schools Balances	16,459	12,459	7,459	7,459	7,459
Total Reserves	146,883	122,687	115,601	127,222	140,049

Purpose of Reserves

Reserve	Purpose of Reserve
Dedicated Schools Grant	Unspent Dedicated Schools Grant.
Multi Year Budget Reserve	To fund allocations in future years as part of multi year budgeting.
Education Commission	To provide funding to help implement proposals that guide education in the borough.
Supporting People Specific Grants	To hold various unspent grant monies that do not have conditions on their use.
Workforce Remodelling/Cost of Change	To fund costs that may arise from workforce remodelling and efficiency projects from the Savings Programme and initiatives in future years.
Camden Plan	To provide funding to implement projects that supports the plan's key priorities.
Future Capital Schemes	To provide funding to support the council's costs associated with various capital schemes.
Commercial and other property	To provide funding to meet the costs associated with dilapidations and other payments in respect of commercial and other property.
Haverstock PFI Funding Reserve - amortise initial payment to Kajima	To hold the balance of funding in respect of the Haverstock School PFI project.
Building Schools for the Future	To provide funding for any defects in schools funded through Better Schools for the Future
Schools PFI Equalisation Reserve	To provide funding to offset future contractor inflationary pressures.
Accommodation Strategy	To provide funding to facilitate the office accommodation strategy.
Self-Insurance Reserve	To provide funding to cover insurance risks, which keeps insurance costs to a minimum.
Business Rates Safety Net	To provide funding to cover any reduction in retained business rates.
Contingency Reserve	This is to cover in year overspends that can't be managed within cash limits.

Version History

Version	Upload Date	Amendments
1.01	11/02/2019	